

EXECUTIVE TRAINING SEMINAR

RESPONSIBLE NEGOTIATIONS ACROSS NATIONS

15-17 November 2021, Residential Training

EUI Campus – Badia Fiesolana – Via della Badia dei Roccettini, 9

San Domenico di Fiesole (Florence, Italy)

SCIENTIFIC COORDINATORS

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COURSE DESCRIPTION

PROGRAMME OVERVIEW

Negotiating is both an art and a science, which makes it a challenge but a rewarding one. At the School of Transnational Governance (STG), we emphasize the pursuit of both more effective and more responsible negotiations. In contrast to generic negotiation training, we aim to reinforce your capacity to understand yourself and others in negotiation contexts, as well as to shape your negotiating environment and its outcomes in transnational settings. Our training methods will make you more reflective than instinctive, more proactive than reactive, more participative than directive, even as you face partners who might be stubborn in the face of change, passive when challenged, or aggressive when feeling threatened. Responsible negotiation is about enabling you with strategic, analytic and interpersonal intelligence that help you, as a leader, to accurately diagnose problems and craft creative solutions, build winning coalitions, sustain strong partnerships, and structure processes that yield robust agreements and timely implementation.

“Responsible Negotiation Across Nations” is a three-day Executive Training, which address the challenges of complex interactions and communication across cultures and sectors while engaging many stakeholders. It provides a systematic framework to prepare, conduct and debrief your negotiations. The training combines role-plays and best practices in order to

strengthen your skills in transnational contexts. You will become more aware of your own negotiation style, and develop ways of influencing others more responsibly.

At the conclusion of the Executive Training, you will receive a certificate issued by the European University Institute.

How you will learn

- Preparation and application exercises
- Team work, and collective problem solving
- Role-plays, mini-cases and simulations
- Interactive debriefings and discussions about ethical dilemmas
- Intercultural peer-to-peer exchanges
- Video excerpts and analysis
- Comparative approaches
- Summary lectures and PPT presentation from leading experts
- Further readings to deepen your knowledge

THE 10 DELIVERABLES YOU CAN EXPECT

1. Strategic insights on how to prepare, conduct and debrief your negotiations
2. A multi-disciplinary approach and a cross-regional perspective on international negotiations
3. A responsible negotiation framework to address people, problems and processes
4. A preparation grid, with stakeholders' mapping, problem-solving and process of next steps
5. A three-step practical structure to manage meetings effectively
6. An active communication balancing comprehending and convincing
7. A negotiation matrix to build consensus and sustainable partnerships

8. A better understanding of yourself as a negotiator; and keys for self-development
9. Exchange with leading experts on how to be more successful in complex negotiations
10. An opportunity to network with mid-career colleagues from around the world

Programme

DAY 1 - Session 1: NEGOTIATION STRATEGY

MONDAY 15 NOVEMBER 2021 – MORNING SESSION

Learning Objectives

- Elaborate a strategy for decision making and negotiation
- Understand partisan perceptions
- Discuss internal and external tensions and agency issues
- Experience negotiation dilemmas
- Anchor the three negotiation pillars: People, Problems, and Process
- Identify personal negotiation tendencies

Before the Session

Read: Program

Read: “Responsible Negotiations: caring for people, problems and processes”

Submit: Self-assessment questionnaire

Session

08.45 – 09.00 CEST Registration

09.00 – 09.15 CEST Introduction

Objectives of the Course

09.15 – 10.30 CEST Simulation 1

International Decision Making / Role Play

10.30 – 10.45 CEST Break

10.45 – 12.20 CEST Simulation 1

International Decision Making / Debrief

12.20 – 12.30 CEST Next Steps

12.30 – 14.00 CEST Lunch

DAY 1 – Session 2: NEGOTIATION PREPARATION

MONDAY 15 NOVEMBER 2021 - AFTERNOON SESSION

Learning Objectives

- Understand objective and subjective value
- Comprehend the zone of possible agreement(s), reservation value, target value, aspiration value, and anchoring
- Sort out bilateral and unilateral solutions, and the importance of justification
- Discover multi-layer complexity of negotiation, including:
- Multidimensional approaches to problem-solving
- Quantitative results & quality deal
- Diversity of motivations
- Distributive/integrative outcomes
- Impact of results on principals, organizations and other stakeholders

Before the Session

Read: Instructions for the “Environment”

Read: "Preparing negotiations before performing"

Session

14.00 – 14.30 CEST	Summary Three Negotiation Pillars: People, Problems and Process
14.30 – 15.00 CEST	Simulation 2 The Environment – Role Play
15.00 – 15.15 CEST	Break
15.15 – 16.15 CEST	Simulation 2 The Environment – Debrief
16.15 – 16.50 CEST	Lecture Preparing for People, Problems and Processes
16.50 – 17.20 CEST	Self-Assessment Questionnaire
17.20 – 17.30 CEST	Journaling (1) and Next Steps
17.30 CEST	End of Session 2 and Informal Networking

DAY 2 – Session 3: NEGOTIATION PROCESS AND MEETINGS

TUESDAY 16 NOVEMBER 2021 – MORNING SESSION

Learning Objectives

- Apply the preparation framework:
 - Engaging people: stakeholders' mapping and motivations
 - Solving problems: problems, bilateral/unilateral solutions, justifications
 - Facilitating process
- Analyze the negotiation process
- Break down the meeting phases into the opening, middle and end game aspects

- Identify identity issues and challenging differences in value
- Assess your negotiation style, your strengths and challenges

Before the Session

Read: Instructions for “The Conflict”

Read: “For Responsible Meetings”

Read: “Responsible Negotiation: Exploring the Forest beyond the Tree.”

09.00 – 09.10 CEST **Introduction**

The Responsible Negotiation Matrix

09.10 – 10.00 CEST **Simulation 3**

The Conflict – Role Play

Preparation

10.00 – 10.30 CEST **Meeting**

10.30 – 10.45 CEST **Break**

10.45 – 12.00 CEST **Simulation 3**

The Conflict - Debrief

12.00 – 12.30 CEST **Summary**

The Meanings of Process

12.30 – 14.00 CEST **Lunch**

DAY 2 – Session 4: COMPLEX PROBLEM-SOLVING AND MANDATE

TUESDAY 16 NOVEMBER 2021 – AFTERNOON SESSION

Learning Objectives

- Develop a responsible mandate: be creative and respect constraints

- Explore non/false/poor/(un)fair/optimal agreements
- Manage information disclosure
- Sequence cooperative and competitive negotiation moves, growth and fairness
 - Identify value creation moves
 - Explain how value distribution works
 - Go beyond objective/economic value

Before the Session

Read: Instructions for “The Budget”

Read: “The Distributive Knot: Negotiators’ Responsibility to Untie Complex Demands”

14.00 – 14.05 CEST Introduction

14.05 – 14.35 CEST Simulation 4

The Budget – Role Play
Meeting

14.35 – 14.40 CEST Individual Reporting

14.40 – 15.30 CEST Roundtable

Lessons from the Brexit Negotiations

15.30 – 15.45 CEST Break

15.45 – 17.00 CEST Simulation 4

The Budget - Debrief

17.00 – 17.20 CEST Summary

Value Creation and Distribution

17.20 – 17.35 CEST Journaling (2) and Next Steps

17.30 CEST

End of Session 4

DAY 3 – Session 5: ACTIVE COMMUNICATION ACROSS ORGANIZATIONS

WEDNESDAY 17 NOVEMBER 2021 – MORNING SESSION

Learning Objectives

- Understand the power of empathy to comprehend and convince
- Practice active perception and comprehension: look and listen
- Leverage active persuasion and conviction in rhetoric

Before the Session

Read: Instructions for “The Merger”

Read: “First Things First for Negotiators and Organizations”

Read: “Leading Successful Negotiations on Behalf of Europe”

09.00 – 09.30 CEST Summary

Active Comprehending and Convincing

09.30 – 10.00 CEST Simulation 5

The Merger – Role Play
Preparation and Coalition Building

10.00 – 10.30 CEST Four-Party Meeting

10.30 – 10.45 CEST Break

10.45 – 11.45 CEST Simulation 5

The Merger - Debrief

11.45 – 12.30 CEST Simulation 6



12.30 – 14.00 CEST **Lunch**

DAY 3 – Session 6: MULTICULTURAL, MULTIPARTY & MULTILEVEL NEGOTIATIONS

WEDNESDAY 17 NOVEMBER 2021 – AFTERNOON SESSION

Learning Objectives

- Distinguish agency issues:
 - Levels and types of authority
 - Feedback and reporting back
- Manage negotiation complexity
- Summarize the key principles of responsible negotiation

Before the Session

Read: Instructions for “The Refugee Camp”

Read: “The Mediator as the Eye of a Storm”

Read: “Beyond Negocentrism: Questioning Selves, Relationships, and Contexts”

Session

14.00 – 14.05 CEST **Introduction**

14.05 – 14.45 CEST **Simulation 6**

Refugee Camp – Role Play
Group Preparation and Coalition Building

14.45 – 15.30 CEST Mediated Meeting

15.30 – 15.45 CEST **Break**

15.45 – 16.45 CEST Simulation 6

Refugee Camp – Debrief

16.45 – 17.10 CEST Summary Principles for Responsible Negotiation

17.10 – 17.20 CEST Personal Action Plan

17.20 – 17.30 CEST Evaluation and Distribution of Certificates

17.30 CEST End of Course

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